

Best practices and lessons learned pp 1 - 9

- ❑ Recruiting and outreach
- ❑ Training and capacity building
- ❑ Holding effective meetings

Details on City-supported groups pp 10 - 29

- ❑ Watch
- ❑ District Councils/City Neighborhood Councils
- ❑ Neighborhood Planning
- ❑ Precinct and Crime Prevention Councils
- ❑ Recreation Centers Advisory Councils
- ❑ Watershed Management Committees

Citizen participation programs in other cities pp 30 - 43

- ❑ St. Paul
- ❑ Portland
- ❑ Jacksonville
- ❑ Madison
- ❑ Vancouver

Roundtable summaries and participants pp 44 - 55

Other public input to the evaluation process

Glossary of City acronyms

SECTION IV: Appendices

Best Practices and lessons learned

□ **Case studies**

1. Multifamily outreach
The City of Bellevue, WA, has implemented a successful program to engage renters and people of ethnic diversity.
2. Leadership training
Several cities we studied offered workshops in leadership and meeting management. The City of Madison was particularly noteworthy for recruiting low income residents for the training.
3. Neighborhood congresses
Most of the cities we studied had annual neighborhood congresses. Most were two-day events offering workshops in skill development and local neighborhood issues.

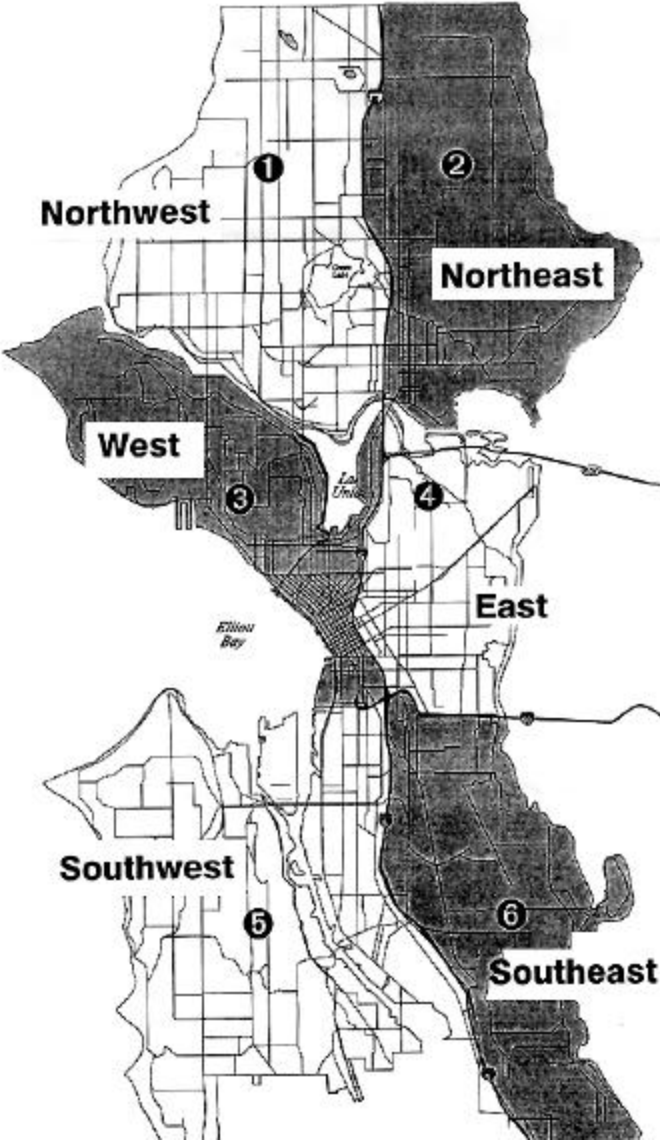
□ **What best practices stand out from the all the groups we studied**

1. Mentoring in Madison
2. Daily newspaper profiles neighborhoods and includes neighborhood issues
3. St. Paul uses Block Clubs (Block Watch) to engage renters
4. Portland mediation
5. Jacksonville neighborhood summits
6. CPC Youth Summit
7. Garden Community translation services
8. Neighborhood Planning outreach
9. Ballard District Council action committees
10. ARC volunteer training and appreciation
11. Watershed project rather than meeting focus
12. Block Watch is expanding its role to involve parks, schools, and traffic management in addressing the total environment of public safety.
13. Crime Prevention Councils have held very popular and effective training for landlords to address crime issues associated with rental housing.
14. The City Neighborhood Council convenes an annual budget priorities conference that allows citizen activists to share community-building ideas as well as a chance to provide formal input on the City budget, subject to Council approval.
15. Neighborhood Planning has engaged thousands of Seattle citizens, giving them tremendous knowledge about City processes. Many neighborhoods have forged important alliances between the residential and business community.
16. Recreation Center Advisory Councils manage programs and make funding decisions. The Council system is also unique in the City for its active volunteer training and appreciation events.
17. Watershed Management Committees assign tasks to skill-based groups –environmental, legal, and educational – to tap the best abilities of volunteer

Details on Seattle groups

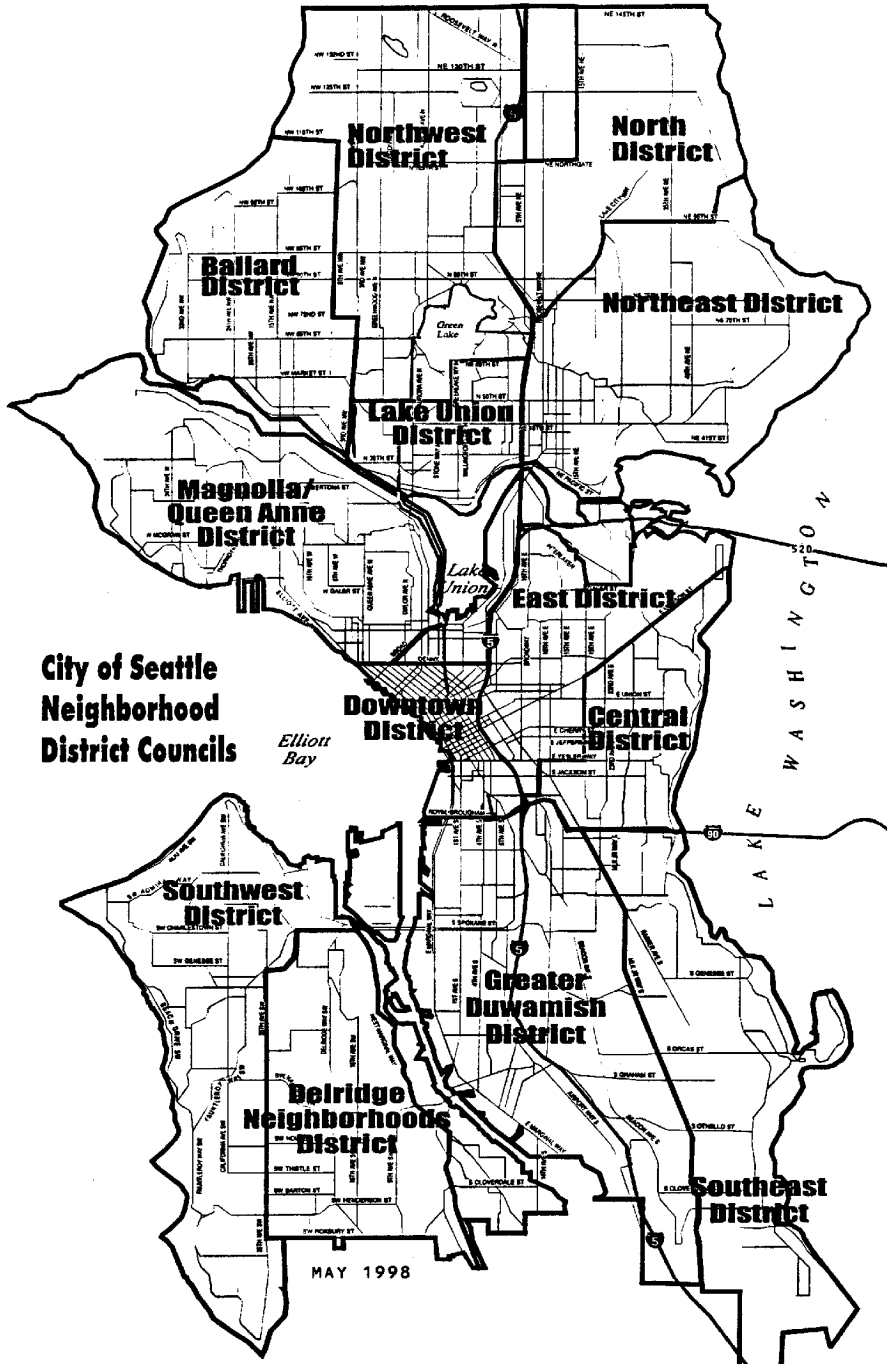
Maps

Seattle Neighborhood Planning Areas

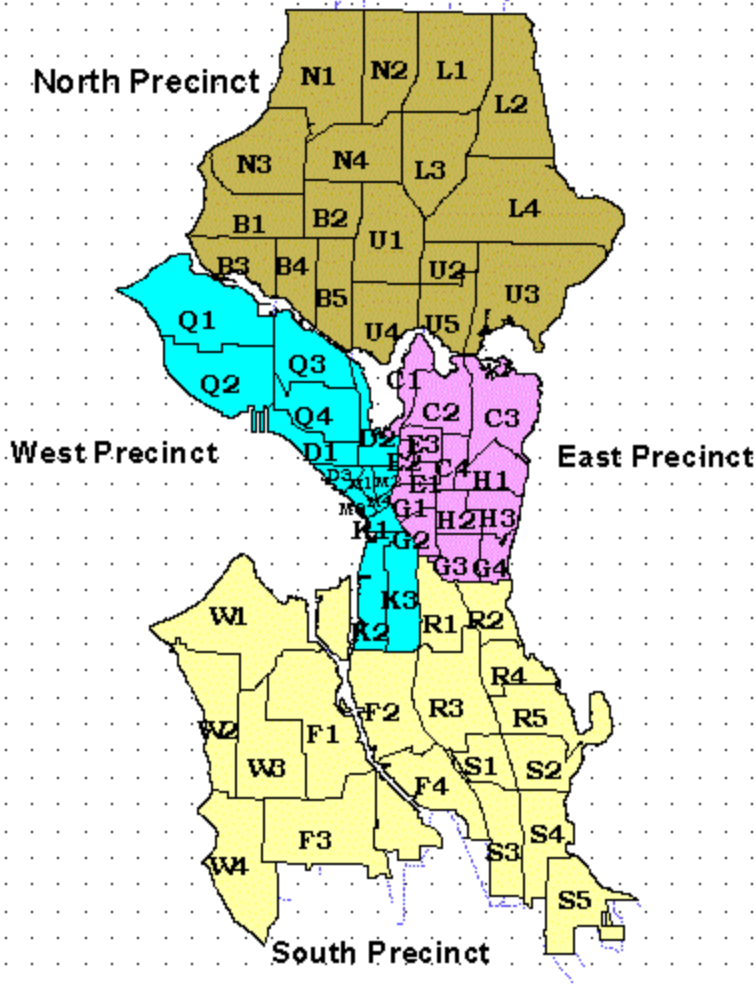


**Seattle Neighborhood Planning Areas 1999-2000
for the Quick Implementation Fund
PROPOSED DRAFT**

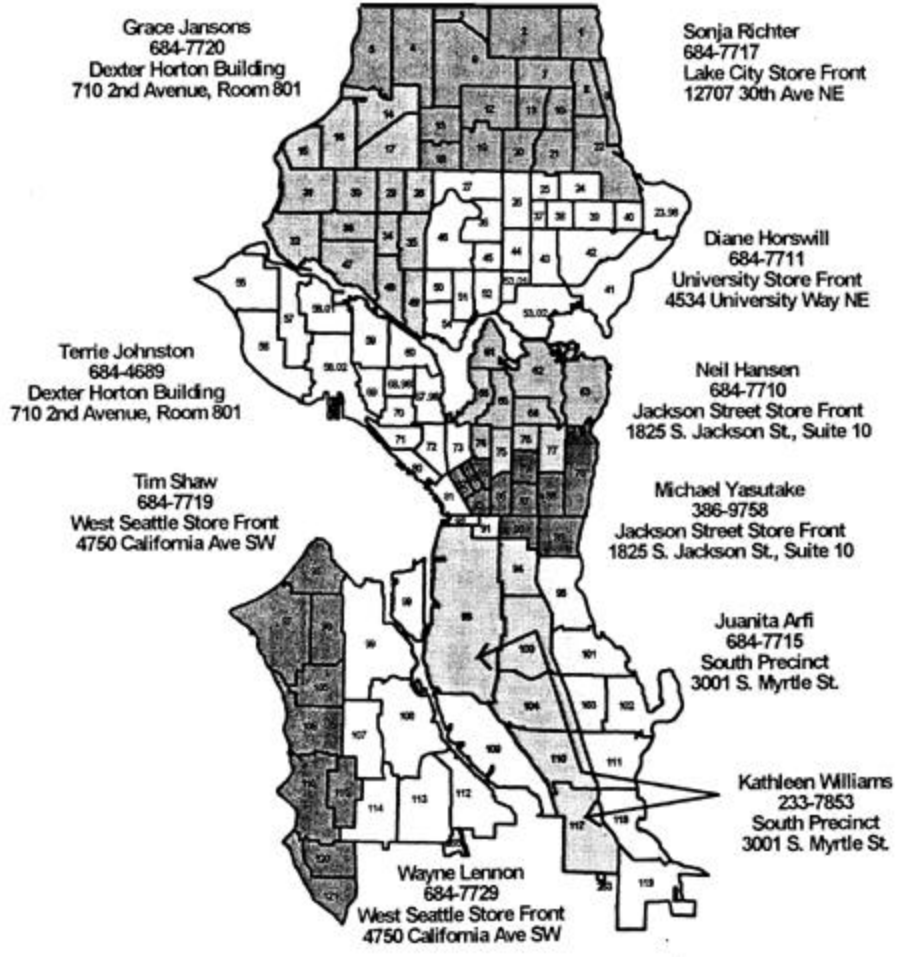


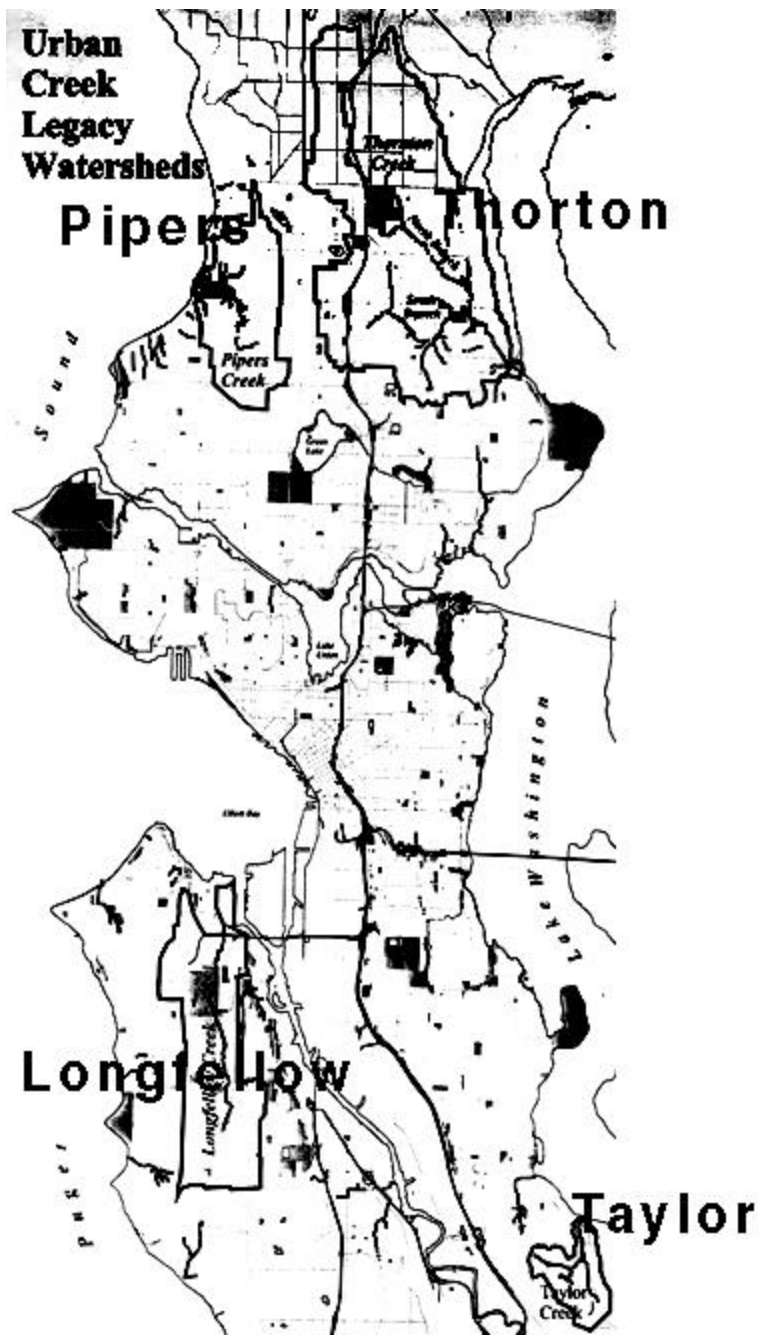


New Seattle Police Department Beats



Seattle Police Department 1999 Crime Prevention Coordinator Geographic Areas of Assignment







CITY OF SEATTLE



Community Centers

LEGEND

- Community Centers
- ▭ Parks

Aki:	5817 SW Stevens St 98116
Ballard:	6020 28th Ave NW 98107
Bitter Lake:	13035 Linden Ave N 98133
Delridge:	4501 Delridge Wy SW 98106
Garfield:	2323 E Cherry St 98122
Greenlake:	7201 E Greenlake Dr N 98115
Hawthorn:	2700 California Ave SW 98116
High Point:	6620 34th Ave SW 98126
Jefferson Park:	3801 Beacon Ave S 98108
Langston Hughes:	104 17th Ave S 98144
Laurelhurst:	4054 NE 41st St 98105
Loyal Heights:	2101 NW 77th St 98117
Magnolia:	2550 34th Ave W 98199
Meadowbrook:	10517 35th Ave NE 98125
Northlake:	1615 E Calhoun St 98112
Miller:	332 19th Ave E 98112
Queen Anne:	1501 1st Ave W 98119
Rainier:	4600 38th Ave S 98118
Rainier Beach:	8625 Rainier Ave S 98118
Ravenna-Eckstein:	535 Ravenna Ave N 98115
Southwest:	2801 SW Thistle St 98126
South Park:	8319 8th Ave S 98116
Van Asselt:	2620 S Myrtle St 98108
Yester:	835 Yester Wy 98104

SCALE 1:114000

Map Produced November 13, 1997

Department of Parks & Recreation

No warranties of any sort, including accuracy.

Details on other cities

□ Jacksonville, Florida

Contact: John Fleming, (904) 630-7112, Director, Jacksonville Neighborhood Services Division

Lorrie DeFrank, (904) 630-7386, Neighborhood Outreach Manager

Structure of neighborhood participation programs

Jacksonville is a county-sized city with over 345 neighborhood groups. These neighborhood groups have no representation or accountability requirements. However, five years ago, the city formed six Citizen Planning Advisory Committees (CPACs), in response to Florida State legislation mandating citizen participation in land use and zoning decisions. A number of neighborhood associations have CPAC members and City Council members may appoint one member. CPACs have formal by-laws and have changed the way Jacksonville operates. "Each CPAC is a citizen group with 40 to 60 members approved by the Mayor, representing a wide spectrum of people: business people, neighborhood people, from high-school dropouts to Ph.D.s," says John Fleming, Director of Jacksonville Neighborhood Services Division. The Mayor meets once a quarter with all CPAC presidents and annually with each CPAC group. The open public meetings that CPACs hold monthly have moved beyond land use and zoning decisions into all aspects of city government including capital improvement and transportation projects. According to Fleming, "CPACs have clout. CPACs have committees that integrate into city government so that when they are briefed by departments they know what the issues are. Citizens on CPAC are learning how to fit in at the right time. They're asking questions early enough to make changes. They understand the limitations of zoning and land use." Many neighborhood groups have appointed members to CPACs. Jacksonville has 19 city councilors, 14 are district-based and 5 are at-large members. In the last election, eight of the 14 councilors elected were former CPAC members. The Mayor ran unopposed in the past election.

Scope of Activities

The Neighborhood Services Division hires six Neighborhood Coordinators, one for each Planning District. Neighborhood Coordinators help CPACs do mailings, publish schedules, and arrange meetings. The Coordinators also help to recruit new CPAC members. "Burn out is always a problem," says Fleming. Coordinators are constantly recruiting." The Neighborhood Services Division provides the following services to neighborhood organizations.

- A bi-monthly Neighborhood Magazine.
- An annual directory of groups and opportunities for citizen activism.
- Assistance for new groups to write by-laws, define geographic boundaries, and set goals.
- Meeting management workshops for new and established groups.

Resources

- **Mayor's Neighborhood Summit** is an annual admission-free two-day summit, bringing together over 500 neighborhood activists for workshops and 75 exhibits of neighborhood groups and city services.
- **The Leadership Institute** is directed to low to moderate income activists and held every summer for 60 to 80 participants.
- **Jacksonville Community Council, Inc.**, is a private non-profit local organization that has been active for 25 years in preparing civic participation studies and training leaders.
- **Intensive Care Neighborhoods (ICN)** are five 6-10 square mile neighborhoods identified by the City. The Neighborhood Services Division works to form associations and bring services up to city standards in these areas. Affordable housing is one of the key goals of the program and the city works with Habitat for Humanity and seeks federal funding for home ownership grants. ICNs are a focus of the annual Jacksonville citywide telephone survey. The goal is to raise resident satisfaction for city services in ICN neighborhoods to equal or exceed that of the city at large.

History and Comments

Jacksonville only recently passed zoning ordinances to allow people to live downtown. Community revitalization, safety, and flood and hurricane disaster preparation characterize many city concerns. "People are getting a lot more civil when they realize we are really listening to them and doing what they ask," says John Fleming, Director, Jacksonville Neighborhood Services Division.

Jacksonville Demographics

population 635,230

land area in square miles 759

population density/sq.mi. 837

❑ **Madison, WI**

Contact: Jule Stroick, (608)267-8744, Neighborhood Planner, Department of Planning and Development

Structure of neighborhood participation programs

Madison has over 100 neighborhood associations that represent one of the nation’s most effective grass-roots system of neighborhood organizations. Many neighborhood associations have recently formed or are in the process of forming Planning Coalitions.

Although the city encourages bylaws and a mission statement, no further requirements are made of

<p>Madison neighborhood associations register with the city in a four-step process:</p> <ol style="list-style-type: none"> 1. Inform Alderperson of the intent to create a neighborhood association. 2. Contact the Neighborhood Planner for information and technical assistance. 3. Place a notice in the city newspaper about the first meeting (placing flyers around the neighborhood is also encouraged). 4. Send the Neighborhood Planner a copy of the public notice, map of the boundaries, names of officers and contact information. 	<p>a year. The city’s association list is placed on the city website.</p> <p>for funding or work with non-profit agencies each year. Improving housing, expanding existing community services are priorities for assistance from the Madison CitiARTS program for neighborhoods.</p> <p>participate in decision-making for their neighborhood association opinions on policies, and other changes proposed in the future.</p> <p>planned. The Coalitions are organizations that work with the issues and concerns of a large number of neighborhoods in addressing broad-based concerns.</p>
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These groups have boards of directors that are representative of the individual organizations that they serve. Funding for the Coalitions comes from the city, county, school district, United Way, and a community foundation. Each Coalition has \$100,000 to allocate to their area and has a city liaison staff as well as a facilitator.

Madison’s 20 Alderpeople are elected by district, on a non-partisan basis. The Planning Department holds an orientation for new Alderpeople, in part to orient them to the importance of neighborhood associations.

Neighborhood Planning

In 15 neighborhoods, residents have developed three to five year plans to address the challenges facing Madison's older, built-up neighborhoods, with assistance from the Department of Planning and Development and the Community Development Block Grant Office. The city allowed each organization to send no more than two people to work on a neighborhood plan. Many neighborhoods have formed implementation committees to make sure plans are looked at over time.

Three neighborhood associations have independently developed neighborhood plans with private resources in conjunction with assistance from City agencies, non-profit groups, university departments, and/or consulting firms.

Resources

- **The Madison Neighborhood Conference** is a one-day city-wide event that draws 400 citizens and includes workshops, speakers, lunch, a networking reception and exhibits. Over 40 workshops are organized into four tracks: Neighborhood Organizing, Working with Local Government, Neighborhood Showcase Sessions, and Hot Topics.

- **A Mentoring Program** has been running for 12 years for organizations that have shared issues or are in similar areas. The program is especially useful for start-up organizations, for established organizations looking at new issues (e.g. a community council that decides to do a transportation plan), or organizational help in writing by-laws, facilitation, etc.
- **Leaders of Excellence** is a 12-week long class with discussions, mentors, team building exercises.
- **A new program makes funds available for 12 transitional neighborhoods to build capacity.** Teams representing all city services meet and work on service delivery.
- **Neighborhood Associations have a program to specifically invite renters to meetings.** They work with property managers to get into locked buildings, and use student newspapers and campus leaflets to reach the large student population.
- **Neighborhood Associations make imaginative use of student participation.** For example, a middle school civics class did a survey and then ended up doing a video oral history, a breakfast program, a food pantry, and clothing bank for local residents.
- **The two Madison daily newspapers include a neighborhood section** of current activities and planned developments. Every two years, every neighborhood is profiled in a series of articles with maps, key issues, and contact information.

History and Comments

Madison City departments have high expectations for neighborhood associations: The Parks Commission sends out letters every spring to neighborhood associations to elicit ideas for capital improvements and the Planning Department takes project proposals from developers only after they have presented their proposals to neighborhood associations.

Alderpeople are also increasingly savvy about making sure neighborhood associations are representing their constituents. “‘We had one meeting among the five of us,’ just doesn’t cut it anymore,” according to Neighborhood Planner Jule Stroick. “Our Alderpeople are our allies. They play a major role in making sure multi-family areas are heard.”

Madison Demographics

population 191,262

land area in square miles 57.8

population density/sq.mi 3,309

□ Portland, Oregon

David Lane, (503)823-4134, Director, Office of Neighborhood Involvement

Structure of neighborhood participation programs

Ninety-eight neighborhood associations in Portland participate in local government decision making through seven District Coalitions Boards (DCBs). Neighborhood associations are the bodies who come together to "consider and act upon any of a broad range of issues affecting the livability and quality of their neighborhood." Neighborhood associations generally represent at least 200 households and must be officially recognized by the Office of Neighborhood Involvement (ONI).

DCBs are the official contractors with the ONI. DCBs are charged with facilitating citizen participation and neighborhood crime prevention services. DCBs are independent non-profit corporations composed of representatives from the member neighborhood associations. Portland provides \$1.5 million annually for DCB staff and rent. Another \$1 million goes to fund the 10 crime prevention specialists assigned to the DCBs. Most DCBs employ two professional staff and an office manager. The ONI provides in-kind support to neighborhood associations for printing and distribution of newsletters and fliers.

DCB offices are kept well informed on all neighborhood land use and policy debates. Representation formulae and reporting protocols vary from DCB to DCB in recognition of differences in communities. The DCB directors meet monthly with the ONI director.

The ONI is a City bureau, funded by general fund dollars. It promotes citizen participation and communication among the city's neighborhoods, both directly and through neighborhood-based district coalition and area offices. Programs operated by ONI include crime prevention coordination, city information and referral, community outreach and citizen training, immigration services, and a neighborhood mediation center.

Portland city councilors are elected on a city-wide, non-partisan basis.

Scope of Activities

Neighborhood associations are active in virtually every aspect of civic business. While neighborhood associations do not assume authority on behalf of the city, they are consulted by the city and provide a neighborhood voice in a variety of areas ranging from input on proposed zoning and development changes, to priority setting on infrastructure improvements, to policing practices and crime prevention strategy development. Neighborhood associations take on the responsibility of preparing neighborhood plans commissioned by the City. These plans establish the specific requirements for all subsequent development in the neighborhood.

The process of recognizing neighborhood associations in Portland begins by the group sending by-laws, boundaries, and a letter requesting recognition to the ONI. Associations are required to have open meetings, update by-laws, and send minutes to the ONI. Neighborhood associations are allocated \$1000 per year from DCBs for outreach and communication. Some groups do individual monthly mailings, or send postcards. In some Districts, associations are closely linked, and they work on projects and outreach cooperatively. Some associations are not as accountable as would be desirable because resources are stretched.

Resources

- **The Metropolitan Human Rights Center** does diversity training and training to increase tolerance.
- **The Mediation Center** has five staff and 40 citizen volunteers who review and assist on hundreds of cases each year.
- **Leadership training and a Neighborhood Summit** are planned for board leaders next year.
- **Neighborhoods Without Boundaries** is a program to provide structure and support for some ethnic groups and homeless people. The program helps them to form a recognized neighborhood association in order to be eligible for DCB support.

History and Comments

Portland has had some form of citizen participation in local government since 1974. This relatively long history has resulted in a mature set of policies, procedures and implementing mechanisms. The future looks more challenging, according to David Lane, Director of the Office of Neighborhood Involvement.

“Portland has huge growth issues. Decisions have been pushed right into people’s backyards. It used to be citizen involvement was planting trees, planning playgrounds. That kind of thing is easy. Now we are looking at zoning, where duplexes go, and social service siting. There are growth, land use and environmental issues in conflict. It’s not so simple anymore.”

Portland continues a strong commitment to citizen participation, as reflected in the following resolution, adopted by the City Council of Portland on February 7, 1996.

As elected officials and staff of the City of Portland, we believe that effective citizen involvement is essential to good governance. We recognize that elected officials, staff and citizens all play important roles in governing the city. We believe that collaboration between the City and citizens will result in the best policies and decisions for all of Portland. To this end, the City of Portland commits to promote and sustain an environment that creates and responds to citizen involvement. We hold that the success of citizen involvement depends on: Mutual respect of all parties; Informed and involved citizens; City officials and staff who recognize their role in facilitating and responding to citizen input

To carry out our commitment, we adopt these guiding principles of citizen involvement:

- 1. Value civic involvement as essential to the health of the city.*
- 2. Promote on-going dialogue with citizens by maintaining relationships with neighborhood and community groups.*
- 3. Respect and encourage citizen participation by ensuring that City communications and processes are understandable.*
- 4. Reach out to all our communities to encourage participation which reflects Portland's rich diversity.*
- 5. Think creatively and plan wisely, using citizen involvement processes and techniques to best fit the goals of the particular project.*
- 6. Seek early involvement of citizens in planning, projects, and policy development.*
- 7. Consider and respond to citizen input in a timely manner, respecting all perspectives and insights.*
- 8. Commit to coordinate City bureaus' outreach and involvement activities to make the best use of citizens' time and efforts.*
- 9. Evaluate and report on the effectiveness of City outreach efforts to achieve the quality of City/citizen collaboration critical to good governance.*
- 10. Promote on-going education of citizens in neighborhood and community groups, and City officials and staff in community organizing, networking, and collaboration.*
- 11. Provide financial and technical support to Portland's neighborhood association network as the primary channel for citizen input and involvement.*

Portland Demographics

population 437,319

land area in square miles 124.7

population density/sq.mi 3,507

□ **St. Paul, Minnesota**

Contacts: Karen Dalton, (651)645-6887, Director, Merriam Park Community Council
Joel Spoonheim, (651)266-6614, City of St. Paul Planning Department

Structure of neighborhood participation programs

The St. Paul City Council passed an ordinance to create a citizen participation system 25 years ago. Neighborhoods were organized by the city into 17 planning districts (only one district represented three neighborhoods, the rest contained a single neighborhood). All districts independent are non-profit corporations composed of representatives from the member neighborhood associations. Called District Councils or Community Councils, these groups are officially recognized and receive city support for office space and staff. The city uses a federal housing formula to determine how much of the \$600,000 allocated to neighborhoods goes to each district, which range in size from 10,000 to 50,000 people. Many districts also receive funding from foundations. All Councils receive at least \$30,000 annually, and most hire a community organizer and crime prevention coordinator.

The main roles of the District Councils are to review zoning cases, update and maintain the community plan, and do outreach to the larger community on City Council issues. Other duties include providing neighborhood programs ranging from programs for the elderly, youth, crime prevention, housing, and community beautification. Some districts actively engage their communities, using their neighborhood Block Clubs for outreach and organizing to renters, youth and other less active citizens. All districts have monthly newsletters, and all have boards, but only some make a great effort to get representatives from business, non-profits, and residential members. Other active organizations in St. Paul neighborhoods include CDCs, Chambers of Commerce, other grass-roots groups.

St. Paul has seven district-representative city council members working in a part-time position. Most have a strong relationship to District Councils, and four of the current council members previously served on the District Council staff or boards.

Resources

- There are a number of St. Paul task forces that rely on citizen input. Noteworthy is the **Capital Improvement Budget Committee**, an appointed group from all the legislative districts that reviews and recommends project proposals for neighborhood improvements using the bi-annual budget.
- **An annual neighborhood conference**, co-sponsored by all the district councils, United Way and the Wilder Foundation, gives citizens a chance to network with city staff, Council members, and other community activists. Workshops put together by community organizers focus less on skill development and more on current issues. The Mayor presents awards to significant neighborhood projects and hardworking citizen activists.
- **The Sales Task Revitalization Program (STAR)** deploys a ½ percent sales tax, authorized by the Minnesota State Legislature in 1993, to award loans and grants for capital improvements in neighborhoods and cultural projects in St. Paul. Funding recommendations are made to the Mayor and City Council by a 15-member STAR board and a nine-member Cultural Board. The Boards are appointed by the Mayor and approved by the City Council.

History and Comments

“Districts were formed arbitrarily along major corridors or streets,” said Joel Spoonheim, St. Paul Planning Department. “Unfortunately, the primary redevelopment opportunities are *on* the corridors. There’s a logistical nightmare getting two (or if it is a long corridor, up to seven) groups together. Also, the relationships aren’t there.”

Through the 1980s, St. Paul had assigned a city planner to every District, two city staff for research and mailing for Districts, and a full-time Citizen Participation Coordinator on staff. These positions were cut, and the city has not been as responsive to neighborhoods in past five years, in part because of a strong business-minded mayor. There still is a strong citizen commitment to civic life, and people are “working on issues that are important to the community,” said Karen Dalton, Merriam Park Community Council Director. “Folks are very aware of the District Council. We get 50 calls a day. Pedestrian safety on major streets is one of our main local issues.”

The District Council system itself is also under scrutiny. “In some Districts,” said Spoonheim, “There just isn’t enough accountability in many District Councils to their own organizations and people in their District. They can set their own agenda. Members stay on the Councils forever. There’s a reaction against neighborhood level work. New people aren’t recruited. There’s no formal relationship with the business community. But by now we have a good sense of who we need to talk to. We work around the situation and use the local Chamber or CDCs to get out information. Those District Councils that aren’t accountable are concerned that any attempt to address accountability will destroy the groups. Foundations that fund neighborhood groups will stop funding or impose their own guidelines when they don’t see group accountability. Since neighborhoods don’t act responsibly sometimes, these foundations are starting to put more funding in social services where they can see more “real” results.” The Planning Department is focused now on “vital planning, implementable ideas with a three year timeline and realization of limited resources,” said Spoonheim.

St. Paul Demographics

population 272,235

land area in square miles 52.8

population density/sq.mi 5,156

□ Vancouver, B.C.

Contact: Charles Dobson, (604)877-0109, author of The Vancouver Citizen's Handbook
Michael White, (604)873-7094, Vancouver Planning Department

Structure of neighborhood participation programs

There are 23 Vancouver neighborhoods. Vancouver does not officially recognize groups as representatives of their neighborhoods and there is no formal structure of neighborhood associations. Citizen advisory groups are appointed. Vancouver provides no formal funding for neighborhood groups. In response to the call for more efficient and effective service delivery, Vancouver created Neighbourhood Integrated Service Teams. NIST multi-departmental service teams were created for 15 different areas of the city. Each team includes staff from Fire, Police, Health, Planning, Library, Engineering, Permits and Licenses, and Social Planning. Over three thousand city workers now work directly in the community out of facilities such as community centers, libraries, fire stations and health units.

There are 10 at-large city council members.

Scope of activities

Each NIST team is responsible for coordinating city services and information in their area. In addition, teams work with the community to identify and resolve local issues. As part of this task NIST teams establish links with community associations, non-profit groups, schools, businesses, and provincial and federal agencies. Any combination of groups and individuals might become involved in addressing a particular issue. Where possible, integrated service teams also implement acceptable solutions. The primary function of NIST is to respond to neighborhood service delivery rather than focus on community development. Since NIST duties were added to regular City employee responsibilities, staff resources are sometimes strained.

Resources

Vancouver offers a number of innovative programs to neighborhood groups. Among these are the following:

- **Public Art Community Initiatives Program** supports artists and communities wanting to undertake joint community-building projects.
- **The Greenways/Publicways program** aims at improving the quality of community spaces used by pedestrians and bicyclists to move through the city.
- **The Neighbourhood Matching Fund** is a Vancouver Board of Parks and Recreation program that provides matching funds to neighbourhood groups who want to improve and develop parks and facilities on public land.
- **The Vancouver CommunityNet** provides free information and discussion forums to non-profit organizations, community groups and individuals.
- **From Barriers to Bridges** aims at improving race relations at the community level by encouraging a dialogue between people of different race who normally don't meet.
- **Neighbourhood Houses** are non-profit centers that offer a range of community services, programs and activities. They support community action by offering neighborhood groups meeting spaces, community kitchens, staff and administrative support. Vancouver has nine Neighbourhood Houses.
- Vancouver offers many types of **multicultural outreach** including staff diversity training, a *Newcomers guide to the city* (directed to recent immigrants), and translation services for outreach on the Citywide Plan.
- **The Community Development Institute and the Social Planning and Research Council of British Columbia** and private non-profit groups that provide workshops for city staff and citizen activists but have no formal city links.

Neighborhood Planning

- Vancouver is in the beginning stages of the Visions Program, which will use citizen input through workshops, open houses, and surveys to create non-statutory plans for residential neighborhoods (most multi-family neighborhoods in Vancouver already have plans). Two Vision Plans are completed and the remainder of the plans will be completed by 2007.
- Citizens have formed monitoring groups for the two completed Visions Plans. More of a forum to share City info about what is going on. These groups have no formal structure or authority and act primarily as a forum to share city information.
- The Planning Department has determined that two-thirds of the Visions require no additional city funding, but only city refocusing on neighborhood specific issues. Vancouver has hired an engineer to work on specific issues in each neighborhood
- Using Vancouver interactive technology staff, the Planning Department assists each neighborhood in creating a web page. The page shows the current development, construction and rezoning issues for each neighborhood, a community calendar, and provides links to community discussion groups
- According to Michael White, from the Vancouver Planning Department, “The Visions program has increased citizen involvement. I can see a definite increase in staff response to citizens as well.”

History and comments

According to Vancouver citizen activist Charles Dobson, “Canadians have a reverence for government that Americans don’t. There isn’t a long history of civic engagement. Vancouver is worried about its citizen organizing. The neighborhood areas defined by the government are too large to be called a single neighborhood. This makes it hard to organize. When people who have money get together, they can keep organizations alive with newsletters. The highest income groups also have largest voter turnout. The other neighborhoods that can organize are the poorest. They have social service agencies assisting in organizing. But these social workers also make active community involvement tenuous. Local people don’t develop the skills for managing healthy organizations – working with others, managing resources.”

Dobson also commented on the structure of the planning department: “Our land use planners are both facilitators for citizens and advocates for developers. This causes trouble up here because planners need to look at developing a particular site in a particular way as well as get public involvement. The two roles are incompatible. This breeds distrust. One part of the City Hall should be advocating for development. A totally separate part should do public involvement.”

Vancouver Demographics

population 471,844

land area in square miles 43.7

population density/sq.mi 10,807

Roundtable summaries and participants

Summary of citizen input from letters and e-mail

Consultant report details

Evaluation Project Interdepartmental Team

A working group made up of City staff was established to guide and assist the Citizen Participation Evaluation. The Interdepartmental Team focused on keeping the evaluation objective, providing guidance to the consultant and the Planning Commission staff.

The following people attended Interdepartmental Team meetings:

Richard Conlin	Seattle City Councilmember
Brent Crooks	Assistant Director, Department of Neighborhoods
Marty Curry	Director, Seattle Planning Commission
Jim Diers	Director, Department of Neighborhoods
Tye Ferrell	Legislative Aide to Councilmember Conlin
Tom Hauger	Project Manager, Strategic Planning Office
Cathy Tuttle	Project Manager, Seattle Planning Commission
Cynthia Baker	Principal, Marketworks

□ Strategies for evaluation

In this section, each of the 10 strategies used in the evaluation is briefly described. Please note that not all strategies were used for the evaluation of every group or process.

Review files and communication audit

Focus groups

Stakeholder interviews

Staff interviews

Telephone survey

Mail survey

Web survey

Council presentations

Roundtables

Other city mode